HUMAN RESOURCES COMMITTEE NEWS

Highlights

- Succession Management and Planning

- Inspector General E-Learning Statistics

- Inspector General E-Learning Pilot

Upcoming Meeting

The Human Resources Committee will hold its next meeting January 25, 2006.

Committee Members

Nikki L. Tinsley, Chair
Hubert Bell
Robert Cobb
Robert Emmons
Daniel Levinson
Dave Williams
Kirt West
Thomas Gimble

If you have any questions, please contact: John Mullins at (202) 566-2675.

Succession Planning and Management

At the December PCIE meeting, John Mullins, staff advisor to the HR Committee, presented a model for Succession Planning and Management. The presentation described the differences between Succession Planning and Succession Management and included a series of diagnostic questions designed to assist Council members in choosing areas they may want to focus on in determining an approach to succession planning and management for their offices. A summary of the presentation follows.

Succession Planning identifies critical management and executive positions. In planning developmental assignments for high-potential candidates, best practices include lateral positions designed to broaden and more generalize a manager's/executive's organizational perspectives and orientation. Increasingly, the key to successful managerial and executive effectiveness is found outside the hierarchical model. Therefore, ensuring that candidates understand the organization's mission and maintain positive working relationships outside their organizational unit are critical aspects of developing candidates.

Succession Management ensures continued effective performance for an organization by developing, replacing, and strategically applying key people. This definition covers professional, technical, and clerical positions. Instead of focusing on the top few, Succession Management extends to the larger workforce with a focus on organizational performance.

Succession Management is becoming more important as organizations build high performance organizations and high involvement work cultures in which decision making is decentralized, leadership is diffused, and proprietary/technical knowledge is accumulated over many years of experience. This definition applies to the work of Inspectors General, given the increased emphasis placed on results and the programmatic knowledge necessary to properly evaluate and advise client organizations.

Mr. Mullins provided a high-level overview of the work the HR Committee has done to date on researching best practices in both the private sector as well as within Government. He presented lessons learned, including that (1) executive leaders need to be involved; (2) this task should not be

Table 1: What We Learned from Federal Agencies

| Development Practice	PBGC	VBA	VA OIG	DOD OIG	DOE
Rotational temporary assignments managed by senior leaders	✓		✓	✓	✓
Succession/development at all levels		✓	✓		
360 degree feedback or similar	✓		✓	✓	✓
Action learning team projects	✓	✓	✓		
Individual development plan framework	✓	✓	✓	✓	✓
Use of senior mentors/advisors	✓	✓	✓		✓
Self development: volunteer church/community leadership	✓				
External leadership program	✓		✓	✓	✓
Internal training courses	✓	✓	✓	✓	✓
Development in specific leadership competencies	✓	✓	✓	✓	✓
Self development: reading/self study	✓	✓	✓	✓	✓
Observation of senior leaders	✓	✓	✓	✓	✓
Limited selection of high potentials for leadership development	✓	✓	✓	✓	✓

HUMAN RESOURCES COMMITTEE NEWS

delegated to the HR department; (3) this is a leadership task that must be aligned, integrated, and directly tied to organizational performance.

Table 1 documents what the HR Committee learned from internal benchmarking.

Mr. Mullins followed this review with a model for Succession Planning and Management titled "Succession Planning and Management Continuum." The model illustrates the range and complexity of the subject. The model, moving from left to right, starts with traditional Succession Planning and ends with Total Workforce Readiness. Succession Planning focuses on the critical few executive positions. Total Workforce Readiness focuses on comprehensive workforce planning (total organizational performance).

Table 2: Succession Planning and Management Continuum
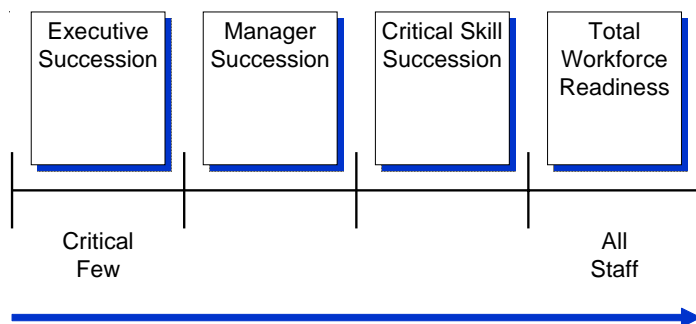
The Federal Government is moving beyond Succession Planning and toward Succession Management as positions become more knowledge- and team-based and where leadership and decision making becomes more diffused within the organization.

Mr. Mullins recommended that each organization conduct its own risk assessment. Once the leadership understands its organization's risk in relation to its mission, goals, strategies, and current level of performance, then leadership can apply the appropriate Succession Planning and Management approach; no single right approach exists.

The presentation concluded with a series of questions for leaders to consider, including:

- What is your current rate of attrition? Is it appropriate to provide a balance of new hires with senior mentors?
- What are the demographics within your organization? Is there a positive relationship with your goals, strategies, and performance expectations?
- What is your current work culture? Is it appropriate for your mission and the external environment?

- To what extent are you reliant on specific individuals over general organizational capabilities?
- To what extent are you reliant on a specific level of competency?
- How effective are your training and development programs? How do you measure them? Are they tied to organizational performance?
- What are your work systems? Team- or individual-based?
- Are the support systems aligned?
- Do you have organizational capability indicators? If not, how do you assess your ability to succeed?
  The presentation concluded with the following:
- Succession Planning and Management is a leadership responsibility.
- Succession Planning and Management must be aligned and integrated within the Office's Strategic and Workforce Plans.
- PCIE/ECIE Core Competencies need to be incorporated into Workforce/Succession plans.
- PCIE/ECIE Core Competencies should become the new framework for a new curriculum at the IG Institute.
- Communication is the KEY.

Inspector General E-Learning Pilot

The Inspector General E-Learning (IGEL) pilot ends at the beginning of April 2006. The Steering Committee will begin the formal IGEL evaluation in late January. The evaluation process will include electronic surveys to each participating Inspector General office, end user, and administrator. Please direct any questions you may have regarding IGEL and the evaluation process to John Mullins at mullins.john@epa.gov.

Inspector General E-Learning Statistics

- Total number of active users: 2,184
- Total course accesses: 7,118
- Average accesses/student: 3.3
- Total number of distinct courses accessed: 460
- Total number of courses completed: 4,686
- Total SkillSims accessed: 20
- Evaluations received: 2,792
- Total training time (in hours): 9,669
Books:
- Number of occupied seats: 533
- Total sessions: 1,798
- Total active minutes: 21,463
- Total number of HTML pages read: 13,297
All statistics as of January 9, 2006.